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**DEPARTMENT OF THE AR.  
OFFICE OF THE ADJUTANT GENERAL  
WASHINGTON, D.C. 20310**

IN REPLY REFER TO

AGAM-P (M) (13 Feb 68) FOR OT RD-T67<sup>4</sup>261 20 February 1968

**SUBJECT:** Operational Report - Lessons Learned, Headquarters,  
Americal Division Support Command, Period Ending 31 Oct 1967 (U)

**TO:** SEE DISTRIBUTION

1. Subject report is forwarded for review and evaluation by USACDC in accordance with paragraph 6f, AR 1-19 and by USCONARC in accordance with paragraph 6c and d, AR 1-19. Evaluations and corrective actions should be reported to ACSFOR OT within 90 days of receipt of covering letter.

2. Information contained in this report is provided to insure appropriate benefits in the future from Lessons Learned during current operations, and may be adapted for use in developing training material.

BY ORDER OF THE SECRETARY OF THE ARMY:

*C. A. Stanfield*  
**C. A. STANFIEL**  
Colonel, AGC  
Acting The Adjutant General

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as

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DEPARTMENT OF THE ARMY  
HEADQUARTERS  
AMERICAL DIVISION SUPPORT COMMAND  
APO US Forces 96374

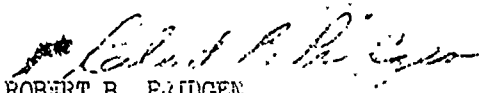
AVDF-SC-OP

13 November 1967

SUBJECT: Operational Report for Quarterly Period Ending 31 October 1967  
(RCS-CSFOR-65)

TO: Commanding General  
Americal Division  
ATTN: G3  
APO US Forces 96374

The Operational Report of this headquarters for the quarterly period ending 31 October 1967 is forwarded in accordance with Army Reg 1-19 and USARV Reg 1-19.

  
ROBERT B. BRIDGEN  
COL, INF  
Commanding

1 Incl  
as

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AVDF-SC-OP

13 November 1967

OPERATIONAL REPORT -- LESSONS LEARNED  
1 AUGUST 1967 THROUGH 31 OCTOBER 1967  
(RCS-CSFOR-65)

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SECTION I. SIGNIFICANT ORGANIZATIONAL ACTIVITIES

1. (C) Significant events of the brigade for the period ending 31 October 1967.

a. During the reporting period the 15th Support Brigade was engaged 92 days in operation. The brigade continued operation in the capacity of Support Command for Task Force Oregon, which on 26 October became the Americal Division.

b. On 10 September 1967 the brigade established a Forward Supply Point at Tam Ky in support of the 1st Bde, 101st Airborne Division in Operation Wheeler.

c. During the period the brigade supported the following tactical operations:

OPERATION HOOD RIVER.

OPERATION COOK

OPERATION WHEELER

OPERATION WOLLAWA

2. (U) PERSONNEL:

a. Staff Officers - Gains/Losses. The following reflects the gains/losses of staff officers which occurred within the headquarters during the period of this report.

<u>POSITION</u>	<u>LOSSES</u>	<u>GAINS</u>
Executive Officer	LTC R. E. Tobin	LTC E. S. Evans
Chaplain	CPT A. C. Stover	None to date
S-1	CPT E. C. Townsend	CPT O. H. Aspinwall, Jr.
S-2	MAJ R. Pierre, Jr.	None to date.
S-3	LTC H. R. Simpson	CPT D. C. Davy
S-4	MAJ T. L. Orr	None to date
Asst S-4	LT A. G. Camerano, Jr.	LT J. P. Noon
Hqs Cmdr	CPT F. L. Winkelmeier	CPT S. L. Bibbs

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Cml Staff Off	CPT J. F. Close	None to date.
Div Ammo Off	MAJ S. H. Wilson	MAJ R. A. Smith
Div Trans Off	MAJ J. Brown, Jr.	MAJ W. C. Bowden

In addition, WO 1 Luis Rodriguez was attached to this headquarters as Food Service Technician to provide assistance in improving food service activities for the division.

b. Statistics. The following statistics pertain to the brigade during the reporting period:

- (1) AMV accidents - 25
- (2) Other accidents involving personnel - 2
- (3) AWOL - 3
- (4) Casualties:
  - (a) KHA - 1
  - (b) WHA - 1
  - (c) Non-battle fatalities - 1
  - (d) Non-battle injuries - 2
- (5) Awards:
  - (a) Bronze Star Medal - 25
  - (b) Army Commendation Medal - 45
- (6) Non-Judicial Punishment - 116
- (7) Courts-Martial:
  - (a) General Courts-Martial - None
  - (b) Special Courts-Martial - 6

c. Unit Inactivation. Headquarters and Headquarters Company 15th Support Brigade was inactivated per Paragraph 1, General Order 198, Headquarters, US Army Pacific, dated 17 October 1967. The effective date of the inactivation was 20 October 1967. There was no concurrent order activating the unit as a division support command. Consequently, Headquarters, Americal Division was queried concerning the status of personnel who were assigned to the unit at the time of inactivation. The

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decision rendered by the Division was for the unit to maintain its current position as Headquarters and Headquarters Company of a support brigade until the question could be solved. No further information was available as of the closing date of this report.

3. (U) INTELLIGENCE

a. Intelligence and security activity during the quarter ending 31 October 1967 were of a normal nature.

b. A semi-annual counterintelligence inspection was conducted on 5 October 1967 by the Division G-2. Units inspected were Headquarters, 15th Support Brigade and 188th Maintenance Battalion. No security violations or major deficiencies were noted.

c. Intelligence and security inspections were conducted in all subordinate units during the quarter. Areas of interest were physical security, internal security, classified document accountability, and the appointment of control personnel. No major deficiencies were noted.

d. Security clearance requests and validations continue in volume. 90 personnel required clearance or validation during the period.

4. (C) OPERATIONS, ORGANIZATION, AND TRAINING

a. Operations

(1) The Brigade Logistical Operation Control Center continued operation providing immediate response to logistical problems. All key personnel were immediately available in a 24 hour basis to resolve problems in their areas.

(2) Communications continued to be satisfactory with some difficulties incurred with lines available to distant points such as Saigon and supporting depots in Qui Nhon.

(3) On 13 August 1967 the Forward Supply Point at Quang Ngai was closed and returned to Chu Lai. The FSP was re-established at Quang Ngai on 31 August 1967 and continued operation until 10 September 1967. It was then moved and established at Tam Ky. Support furnished at Tam Ky consists of Class III and "tail gate" supply of Class I and Class II & IV items.

b. Organization:

Task Organization of the brigade remained unchanged from the previous report.

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c. Training:

While operational requirements continue to limit training time, units continued to achieve their training objectives by conducting DA mandatory training requirements, initial orientation of in-coming personnel, and other training directed toward enabling individuals to attain and maintain combat proficiency.

5. (U) LOGISTICS

a. General: During the reporting period the logistical resources of the brigade have been directed toward:

(1) Supporting combat operations by providing Forward Supply Points, retail POL points, and unit distribution where required.

(2) Programming support for units arriving in the Division's TAOR.

(3) Improving the base camp supply operations in the Chu Lai area.

(4) Establishing an adequate ASL to support the increased troop strength.

(5) Expediting resupply of critical items to include repair parts.

b. Maintenance

Maintenance operations continue to be adversely affected by the shortage of certain critical repair parts, such as parts for engineer equipment and 2½ ton truck clutches. The high density of equipment to be supported was a contributing factor. The arrival of the 588th Maintenance Company (DS) from the 1st Logistical Command to act as backup support should, after this unit becomes fully operational, improve maintenance support considerably.

c. Supply

(1) As a result of switching from Cam Ranh Bay to Qui Nhon Depot as the primary source of supply for the Americal Division, requisition cancellations have caused a 60% zero balance in the II and IV supply point ASL.

(2) The supply mission continues unchanged from the previous quarter except that the Brigade has been charged with supporting the 3d Bde, 1st Air Cav Division by unit distribution to their Forward Supply Element.

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6. (C) TRANSPORTATION

a. During the period of this report Major John Brown, the Division Transportation Officer, completed his overseas tour. He was replaced by Major Bowden who arrived on 24 October 1967.

b. Tactical units of the Division successfully opened and kept open the critical road net of Highway One. The Transportation Section utilized the organic truck units to resupply Quang Ngai and Duc Pho by Highway One. Presently the Increase of supply movements depends upon this vital roadway to resupply all five (5) brigades in the division. Vehicles are sent as far north as Da Nang and as far south as Sa Huynh.

c. Units of the division moved constantly within this reporting period. During Operation Hood River, fighting elements of the 1st Bde, 101st Airborne Division moved to Quang Nhai for Operation Hood River and then to the Tam Ky area for Operation Benton. The 1st Squadron, 1st Armored Cavalry joined the Division from CONUS during the month of August.

d. In September there were more unit moves within the I Corps Tactical Zone to meet increasing enemy resistance. The 1st Bde, 101st Airborne Division was moved two (2) more times. They moved from Tam Ky to Duc Pho and from Duc Pho to Quang Nhai for security during the Vietnamese elections. The entire base camp at Duc Pho was then relocated at Chu Lai when Operation Wheeler began.

e. The 3d Bde, 1st Air Cavalry Division was committed to Operation Wollawa in early October making it necessary to resupply four (4) brigades at once. Transportation was arranged to move the 2d Squadron, 11th Cavalry from Chu Lai to Xuan Loc by airlift and sea lift. The move was completed 15 October 1967.

f. During the latter part of October the Transportation Section in conjunction with III MAF Embarkation Section moved the 198th Infantry Brigade into Chu Lai. Tactical elements of the 198th were then moved to Duc Pho.

g. At the present time the Transportation Section is supporting five (5) brigades of the Americal Division.

7. (C) CHURCH

a. The units of the 15th Support Brigade continued to have Protestant Worship Services and Roman Catholic Masses each Sunday during the Quarter.

b. Weekly Protestant Bible Studies were conducted in the evening in the Brigade mess hall and at the 163d Transportation Company area.

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8. (U) HEADQUARTERS COMPANY

a. The Officer, NCO, and enlisted men clubs have made preparations for the monsoon season by attaching drops for all screened areas.

b. Improvement of all buildings within the area continues. Special emphasis was placed on preparing structures for the monsoon season and improving living conditions within the buildings.

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Section II, Part I, Observation (Lessons Learned)

1. (G) OPERATIONS, ORGANIZATION AND TRAINING

. ITEM: Reconnaissance of Proposed Operational Areas.

DISCUSSION: During previous operations reconnaissance of a number of areas was made by the various tactical and support elements concerned. These were not always coordinated and could possibly compromise the element of surprise by repeated visit to the area under consideration.

OBSERVATION: All elements of a proposed operation should coordinate their reconnaissance to the area.

2. (U) LOGISTICS

a. ITEM: Deployment of Combat Service Support Elements.

DISCUSSION: When combat brigades are deployed into a new operational area they must bring with them their organic and/or divisional "fair share" of combat service support elements. Without these elements a serious support problem is encountered. There are not sufficient resources within a divisional support command to pick up support for additional brigades which may be placed under OPCON of a division.

OBSERVATION: It is essential that combat brigades deploy with sufficient combat service support elements to provide normal direct support supply and maintenance.

3. (G) AMMUNITION

a. ITEM: Storage of ammunition in low areas.

DISCUSSION: During the dry season of the year units who were familiar with monsoon rains attempted to store ammunition in trenches. These trenches afforded the ammunition excellent protection from enemy attack and were less noticeable than areas where ammunition was protected by above-ground berms. During the "flash rains" which are prevalent during the monsoon season, the trenches collected as much as six feet of water and quantities of ammunition became unserviceable.

OBSERVATION: Despite the advantages of trench storage during the dry season, this method should be halted well before the monsoon season begins and above ground berms should be used to preserve ammunition from water soakage.

b. ITEM: Storage of Open Cannisters or Propellant Charges Within Bunkers.

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DISCUSSION: Several artillery units have been storing open cannisters of propellant charges to facilitate removal during fire missions. This practice exposes propellant charges to two (2) hazards: (a) the possibility of a spark igniting the charge; and (b) the more distinct possibility of water damage to these charges. Each charge contains a bag of black powder which absorbs water readily. In a climate as humid as Viet Nam, the possibility of moisture damage is considerable.

OBSERVATION: Units should not open propellant charge containers until a fire mission is called.

c. ITEM: "Dud" Artillery and Mortar Ammunition.

DISCUSSION: A 10% "dud" rate is expected to occur in artillery ammunition. Units have fired particular lots of ammunition which have produced an abnormally high percentage of "duds". Even upon recognition of this increased dud percentage some units continued to expend this lot of ammunition. Dud rounds recovered by the enemy provide him with excellent booby traps which have been effectively used against friendly forces.

OBSERVATION: When units observe a particular lot of ammunition to have an excessive "dud" rate, the lot should be locally suspended, reported to higher headquarters, and only used on an extreme emergency.

d. ITEM: Abandoned Ammunition

DISCUSSION: During the past three months several instances have occurred where units have failed to police all ammunition when leaving a base area. When units are moved to new areas, many rounds of serviceable ammunition including small arms rounds, mortar rounds, and Claymore mines, have been left behind. This affords the enemy a ready supply of ammunition to be used against friendly forces.

OBSERVATION: Units must take special precautions to insure that all ammunition is removed from the area before abandonment, to avoid its being used against them in the future.

4. (U) TRANSPORTATION

ITEM: Emergency Airlift Procedures

DISCUSSION: An increasing number of emergency airlift requests within the Division have resulted in the disruption of scheduled aircraft commitments. In many cases these requests which had been deemed combat essential in nature have disrupted the flow of supplies which were more critical in need.

OBSERVATION: The priority system as outlined in MACV Reg 55-4, Annex B must be utilized. All movement requests deemed as emergencies

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shall be carefully screened by commanders to insure that these requests are more essential than the routine movement of supplies to the using unit.

b. ITEM: Preplanning Emergency Airlift.

DISCUSSION: Emergency airlift are used to augment the normal supply routes to the using unit. The normal routes can be disrupted at any time and a heavy commitment is placed upon helicopter airlift to continue resupply to units.

OBSERVATION: A preplanned airlift of one (1) day's supplies shall be included in the logistics portion of an operation order. Supplies could be prepackaged and set aside for delivery "on call". This would decrease the time lost in the changover from normal supply channels to emergency status and increase the time available to complete their normal missions.

5. (U) HEADQUARTERS COMPANY

a. ITEM: Insulation of Billet and Office Roofs.

DISCUSSION: During the daylight hours semi-permanent structures used as billets or offices become uncomfortably warm due to the heat dissipated by the galvanized iron roof. Heat inside these buildings can be reduced considerably if a false ceiling is constructed from salvage tent liners or styrofoam blocks from ammunition packages.

OBSERVATION: More comfortable living and working conditions can be obtained by the use of salvage tent liners or styrofoam blocks for roof insulation.

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AVDF-GC (13 Nov 67) 1st Ind  
SUBJECT: Operational Report - Lessons Learned (RCS-CSTOR-65)(U)

DA, J, Americal Division, APO San Francisco 96374 4 JAN 1968

TO: Commanding General, United States Army, Vietnam, ATTN: AVHCC-DST,  
APO San Francisco 96375

1. (U) Forwarded herewith is the subject report of the Americal Support Command.

2. (U) The following comments are considered pertinent to the referenced paragraph of the basic communication.

a. Reference: Section I, para 2c, pg 1. The Americal Division Support Command was activated by USAKPAC General Order 300, effective 3 Dec 67.

b. Reference: Section II, Part J, para 3b, pg 1. Instructions to keep propelling charges properly packed and sealed prior to firing have been disseminated to all artillery units in a Division Artillery letter of 12 Oct 67.

3. (U) This headquarters concurs with the observation and comments contained in the subject report.

FOR THE COMMANDER:

  
KAZUTO KAWABATA  
Capt, AGC  
Asst Adjutant General

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AVHGC-DST (13 Nov 67) 2d Ind (U)  
SUBJECT: Operational Report for Quarterly Period Ending 31 October 1967  
(RCS-CSFOR-65)

HEADQUARTERS, UNITED STATES ARMY VIETNAM, APO San Francisco 96375 9 JAN 1968

TO: Commander in Chief, United States Army, Pacific, -ATTN: GPOP-DT,  
APO 96558

1. This headquarters has reviewed the Operational Report-Lessons Learned for the quarterly period ending 31 October 1967 from Headquarters, Americal Division Support Command as indorsed.

2. Concur with report as indorsed. Report is considered adequate.

FOR THE COMMANDER:

*C. S. Nakatsukasa*  
C. S. NAKATSUKASA  
Captain, AGC  
Assistant Adjutant General

Copies furn:  
HQ, Americal Div  
HQ, Americal Div Supt Comd

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GPOP-DT(13 Nov 67)

3d Ind (U)

SUBJECT: Operational Report for the Quarterly Period Ending 31 October  
1967 from HQ, Americal Div Spt Comd (RCS CSFOR-65)

HQ, US ARMY, PACIFIC, APO San Francisco 96558

19 JAN 1968

TO: Assistant Chief of Staff for Force Development, Department of the  
Army, Washington, D. C. 20310

This headquarters has evaluated subject report and forwarding  
indorsements and concurs in the report as indorsed.

FOR THE COMMANDER IN CHIEF:



HEAVRIN SNYDER

CPT, AGC

Asst AG

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DOCUMENT CONTROL DATA - R & D		
(Security classification of title, body of abstract and indexing annotation must be entered when the overall report is classified)		
1. ORIGINATING ACTIVITY (Corporate author)		2a. REPORT SECURITY CLASSIFICATION
OACSFOR, DA, Washington, D.C. 20310		Confidential
		2b. GROUP
		4
3. REPORT TITLE		
Operational Report - Lessons Learned, Headquarters, Americal Division Support Command		
4. DESCRIPTIVE NOTES (Type of report and inclusive dates)		
Experiences of unit engaged in counterinsurgency operations, 1 Aug - 31 Oct 1967		
5. AUTHOR(S) (First name, middle initial, last name)		
CO, Americal Division Support Command		
6. REPORT DATE	7a. TOTAL NO. OF PAGES	7b. NO. OF REFS
13 November 1967	13	
8a. CONTRACT OR GRANT NO.	9a. ORIGINATOR'S REPORT NUMBER(S)	
	T674261	
b. PROJECT NO.	9b. OTHER REPORT NO(S) (Any other numbers that may be assigned this report)	
N/A		
c.		
d.		
10. DISTRIBUTION STATEMENT		
11. SUPPLEMENTARY NOTES	12. SPONSORING MILITARY ACTIVITY	
N/A	OACSFOR, DA, Washington, D.C. 20310	
13. ABSTRACT		
13		

DD FORM 1 NOV 55 1473

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